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1 June 1951

MEMORANDUM FOR: THE DIRECTOR OF CENTRAL INTELLIGENCE

SUBJECT: Psychological Strategy Board (PSB)

1. Attached are papers which have been prepared interdepartmentally and approved for presentation to the Psychological Strategy Board (PSB) by the principal advisers to the members of that Board.
2. It is our recommendation that you authorize the distribution of these papers to the members of the PSB with a view to calling a first meeting of the Board in the near future.
3. It is suggested that the agenda for the first meeting of the Board might be as follows:
  - a. To consider the proposed interim procedure (TAB A).
  - b. To approve the proposed functions and organization of the Director and his Staff as an aid to the new Director in setting up his organization (TAB B).
  - c. To note the paper (TAB C) prepared by General Magruder regarding his concept of the Board and the organization chart which has been developed to implement this concept. They are put forward to suggest the eventual nature of the Board and its Staff. It is not endorsed by all the participants and if, as, and when it is discussed representatives of the departments and agencies should have an opportunity to present their views. There is also attached under TAB C a paper submitted by Mr. Howland Sargeant of the Department of State commenting on General Magruder's paper.
  - d. To consider the relationship of the Psychological Strategy Board to the National Security Council.
  - e. To consider future business of the Board (TAB D).

ALLEN W. DULLES  
Deputy Director (Plans)  
Central Intelligence Agency

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INTERIM PROCEDURE

In order to move ahead with the organization of the PSB the chairman, General Walter Bedell Smith, suggested that informal meetings be held among the representatives of the participating agencies in order to outline the field of work of the Board. Three such meetings have been held. The first under the chairmanship of General Walter Bedell Smith and the second and third under that of Mr. Allen Dulles. This group was composed as follows:

Mr. Dulles, CIA (presiding)  
Mr. Barrett, State (or his representative)  
General Magruder, Defense  
Admiral Stevens, JCS

This group with the help of staff assistants in each agency has developed the set of papers of which this is a part.

This group is prepared to continue to sit, if desired by the Board, to deal with any further preparatory measures that may be necessary pending the appointment of a Director and his assumption of his duties.

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TAB B

FUNCTIONS OF THE DIRECTOR AND STAFF

In order to give effect to the terms of the President's Directive of April 4, 1951, the responsibilities of the Director and the functions of the Staff, subject to the Board, should be:

- a. to encourage the responsible agencies to produce ideas in support of psychological operations which include those matters envisaged under the NSC 59 and NSC 10 series;
- b. as necessary, to coordinate, expedite, and ensure the expansion of the planning and implementing of psychological policies and programs;
- c. to initiate and formulate proposals, including proposals for national psychological strategy, which would be referred as appropriate to the Board or directly to the responsible operating departments or agencies for development and execution;
- d. to ensure that the psychological policies, objectives and programs promulgated by the Board are within the capabilities of execution of the operating agencies or, if not, to recommend to the Board that such special administrative personnel and logistical support as may be required from appropriate departments and agencies be made available;
- e. to make a broad and continuing evaluation of current and proposed operations in the light of national plans and to recommend improvements to the operating agencies based on this review;

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f. to assure that in the determination, pronouncement and implementation of political, economic and military policies, adequate attention is given to their psychological effects and to existing psychological programs;

g. to assure that the programs of psychological operating agencies will be furthered by U. S. Government official pronouncements;

h. to encourage, receive, and review proposals and research bearing on psychological operations from private and official sources outside the operating departments and agencies and to make these available as appropriate to such agencies;

i. to provide secretariat services, including:

(1) preparation of reports as directed by the Board;

(2) organization of the business of the Board and expedition of decisions;

(3) promulgation of the decisions of the Board;

j. to assemble such intelligence and such policy and operational information as necessary for the performance of the above functions;

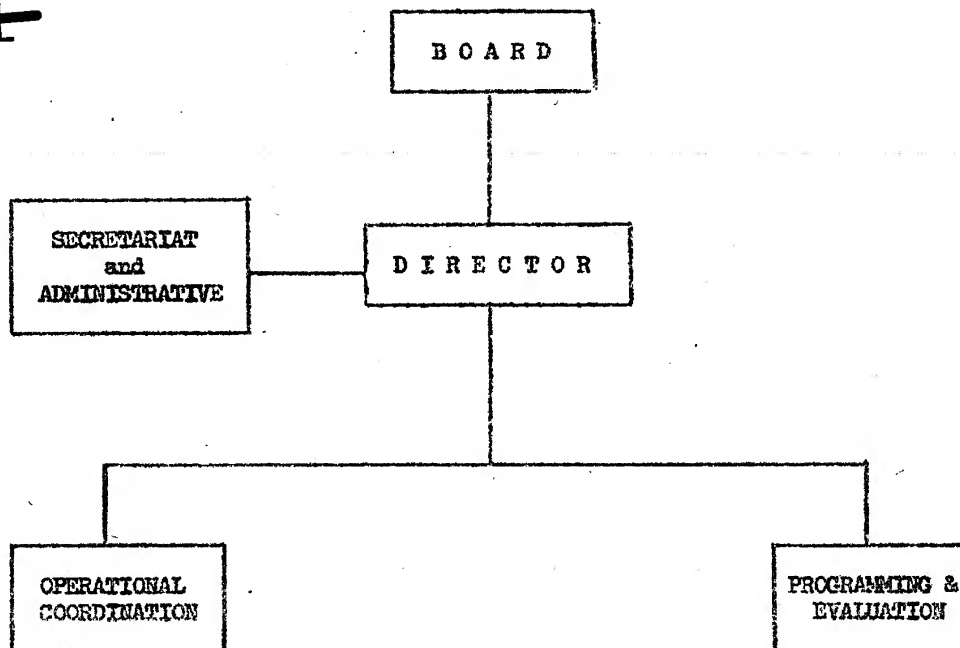
k. to examine continually the functions of the Board and Staff in order to ensure that the facilities and resources of the participating departments and agencies are utilized to the maximum extent.

(A proposed chart of organization for fulfillment of these functions is attached hereto.)

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PROPOSED ORGANIZATION -- PHASE II

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NOTE: (1) It is expected that each member of the Board will designate a deputy whose responsibilities include all matters over which the Board itself has cognizance. In the absence of the three principal Board members at any meeting, the Director will act as chairman. The Board may solicit the advice of non-governmental consultants as required.

(2) No attempt has been made to specify which unit or units would perform each of the Staff functions listed on the preceding page. In view of the small size of the proposed Staff this should be left to the Director who will allocate them in accordance with the individual qualifications of his assistants. In performing these functions, however, the Staff will utilize to the maximum extent the facilities and resources of the participating departments and agencies.

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TAB C

CONCEPT OF THE ORGANIZATION TO PROVIDE  
DYNAMIC PSYCHOLOGICAL OPERATIONS  
IN THE COLD WAR

The attached paper and organization chart has been prepared by General Magruder and presents a concept toward which the Board and its Staff might evolve. No new functions as such are envisaged but it is based on a much broader interpretation of the agreed functions. While agreeing that "the Board shall utilize to the maximum extent the facilities and resources of the participating departments and agencies," the group disagreed on what constituted the "maximum extent." Under the view expressed in TAB B the PSB and its Staff would emphasize the function of coordination among existing agencies. Under the concept in the attached the PSB and its Staff would itself systematically program and control the psychological strategy of the Cold War. This involves a much larger independent planning role and much more contact with the detailed operations of the agencies than could be unanimously endorsed by the representatives.

Also included under this TAB are comments on General Magruder's paper submitted by Mr. Howland Sargeant of the State Department.

Document No. \_\_\_\_\_  
Review of this document by CIA has  
determined that  
☐ CIA has no objection to declass  
☒ It contains information of CIA  
Interest that must remain  
classified at TS (C)  
Authority: HR 70-2  
☐ It contains nothing of CIA interest  
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